

# **Inspector General Leader's Handbook**



**Office of the Inspector General**

**Kansas National Guard**

**March 2021**

## PREFACE

*Military discipline is instilled through positive leadership, reinforcing the regulatory standards for personnel, and the training readiness standards for individual and collective tasks, together, resulting in a mental attitude about proper conduct and obedience to lawful military authority.*

- AR 600-20

This handbook is intended to be used as an effective and informative tool to assist leaders in the Kansas National Guard concerning day to day Soldier issues.

When using this handbook, keep in mind that it does not supersede or replace any Army or State regulation. Leaders should know that this guide is not designed to be a one-size-fits-all compilation. Rather, it is a starting point for **leaders** and all of the potential actions encompassed in the guide are fact-driven. Each situation is unique, and specific facts will determine the right process or procedure to follow in that **specific** situation. The most important factor in resolving any issue is the leader's judgment. No matter what the contemplated action is, the leader must bring all of his/her maturity, experience, and background into play **when making a decision**.

As of the publication date, the information in this handbook is current. However, regulations are subject to change. Before taking any final action, leaders must refer to the appropriate regulation.

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## SECTION I

### Understanding the Inspector General System



*"Inspectors general are there to help, to serve as an asset in identifying systemic issues inhibiting readiness, and they will work with units to come up with solutions to fix them. I asked your local command inspector general to publish this handbook to provide you, the company-level leaders of our Army, with a useful reference that highlights some of the most common standards-based and administrative issues that often 'trip up' our company-level leaders. I sincerely hope you use this information to avoid the mistakes your peers have made in the past during their execution of company-and platoon-level leadership."*

*—LTG Leslie C. Smith    The Inspector General*

#### **The Army Inspector General System**

The Army IG system is unique in both its scope and implementation. The Inspector General, TIG, reports to the Secretary of the Army, is the Headquarters, Department of the Army, proponent for the Army IG system, and serves as the Commander of the USAIGA. However, the Kansas National Guard IGs work only for The Adjutant General. Kansas National Guard IGs are responsible only to TAG, but responsive to TIG, and, ultimately, the Secretary of the Army.

#### **The Role of Inspectors General**

IGs are confidential advisers and fact-finders to their commander. Whenever possible, IGs work through the chain of command. IGs are the extension of the eyes, ears, voice and conscience of the commander. They provide an unbiased, continuing assessment of the command's readiness and war fighting capability.

#### **A Soldier's Right to See the IG**

Anyone can file an IG complaint or request IG assistance orally or in writing. A Soldier's right to see the IG is absolute. This right is guaranteed by federal law (10 USC 1034), DoD Directive (7050.6) and AR 20-1. Soldiers cannot be denied access to an IG. They do not have to go through their chain of command. They do not need permission to call or see an IG. They do need to use common sense, however, and not leave their place of duty without permission. Soldiers will be encouraged to discuss their problems or grievances first with their commanders. The IG will always ask a Soldier if he or she has talked to his or her chain of command. Most of the Soldier's problems can be resolved by the chain of command. If the problem is with the chain of command, the IG will hear both sides of the issue and act impartially to resolve the problem in accordance with established policies and applicable regulations.

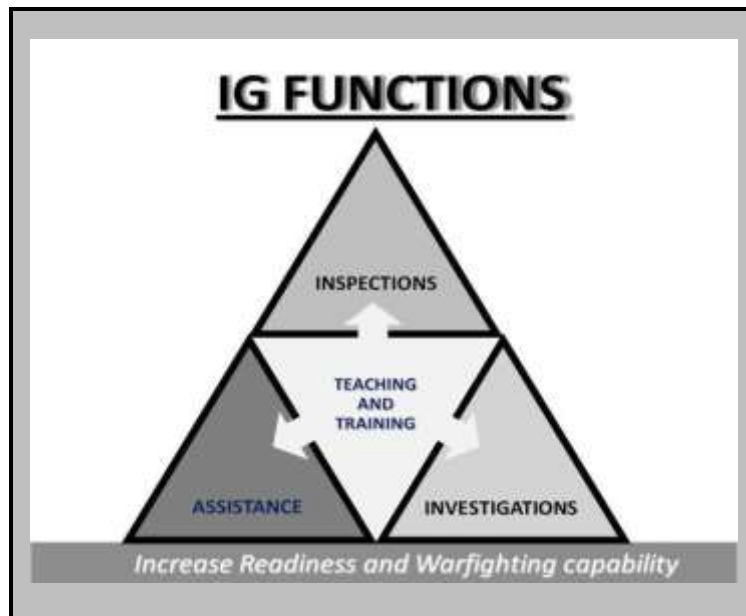
*No retribution will be taken against a Soldier who submits an IG complaint.*

#### **Inspector General Confidentiality**

Persons who ask the IG for help make a complaint, give evidence, contact or assist an IG during an inspection or investigation or otherwise interact with an IG, have an assurance of confidentiality for their contact. This encourages voluntary cooperation and a willingness to ask for help or to present a complaint for resolution. However, confidentiality cannot be absolutely guaranteed. The IG will do everything possible to keep confidentiality when handling complaints; however it may be unavoidable to disclose some information to properly handle the case.

## SECTION II

### Functions of the Inspector General



#### The Functions of the Inspector General

The primary functions of the IG include assistance, investigations, inspections, and teaching and training. IGs are never “off the record”. Maintaining the confidence of members of the command, impartially towards issues being examined and the confidentiality of issues for all parties in an action are hallmarks of IG responsibilities.

**Assistance.** Assistance is the process of receiving, inquiring into and responding to an Inspector General Action Request (IGAR). The focus is to render assistance, assist commanders in correcting injustices, help eliminate conditions that are detrimental to the efficiency or reputation of the command and ensure processes are in place to care for Soldiers, their families and our civilian workforce.

**Investigations.** IG investigations are a more formal examination into allegations, issues or adverse conditions pertaining to a unit or individual in order to provide The Adjutant General with a sound basis for decisions and actions.

**Inspections.** Inspections evaluate performance against a standard. IG inspections at higher levels are mostly systematic in nature. They focus on finding problems, determining causes and looking for solutions. IG inspections more often focus on issues, not units. IG inspections are special inspections, which are part of the overall Organizational Inspection Program (OIP), but are separate from the OIP Command Inspections which check for compliance.

**Teach and Train.** Teaching and Training is both an embedded function in the other three IG functions and is an independent function as well.

## **SECTION III**

### **Inspector General Assistance**

The IG's role, as TAGs representative, is to resolve these issues within the limits of the IG system. Complaints often contain both issues and allegations, but the assistance function focuses IG's on resolving only the issues. However, anyone may submit a complaint, allegation, or request for information or assistance to any Army IG concerning a matter of Army interest.

#### **Information Inquiries**

Since the Army is a standards-based organization, members of the command or community who are looking for information or clarification on matters related to Army policies, procedures, and standards often approach IGs.

#### **Army Assistance Inquiries**

An assistance inquiry is the Army IGs process to receive, inquire into, and respond to requests for assistance made by Soldiers, Family members, Army Civilian employees, and members of the public.

Common categories of assistance inquiries include the following:

- **Command/Leadership Issues.** Primarily deal with leadership actions to redress Soldier or Family member problems, including issues regarding command policies
- **Personnel Management.** Involves aspects of military personnel administration and management, not limited to accessions, awards and decorations, enlistments, evaluations, flagging actions, ID cards, leave and passes, mobilization, personnel records, promotions, and recruiting issues.
- **Finance & Accounting.** Deals primarily with finance issues such as basic allowance for subsistence, basic allowance for housing (BAH), family separation allowance, station allowance, cost of living allowance, overseas housing allowance (OHA), advances of BAH and OHA, and clothing allowance issues. It also includes temporary duty pay issues, enlistment and reenlistment bonuses, and basic pay issues.
- **Personal Misconduct.** Involves areas of personal moral, ethical and military standards.
- **Health Care.** Covers all aspects of medical care from providers to patients. This category includes a broad scope of issues or allegations involving the quality of medical care at Army treatment facilities and non-Army Medical Facilities, medical appointments, and overall medical staff attitude and courtesy. It also covers military medical education issues and guidelines for veterinary, environmental, food services, and other special programs.

## SECTION IV

### Inspector General Investigations

The primary purpose of IG investigations and investigative inquiries is to resolve allegations of impropriety; to preserve confidence in the chain of command; and, if allegations are not substantiated, to protect the good name of the subject or suspect.

Investigations is the IG function that provides commanders another means through which to resolve allegations of impropriety. Inspectors General may investigate violations of policy, regulation, or law; mismanagement; unethical behavior; fraud; or misconduct. TAG may opt for an IG investigation or investigative inquiry when extreme discretion is necessary or the allegation requires preliminary fact finding before deciding to resolve the alleged impropriety in command, IG, or other channels.

### Army Company Commander Misconduct Trends FY17–19

From FY17 to FY19, there were **625** reported allegations made against company commanders and entered into IG system databases *across the Army*. IG investigations of these allegations resulted in **81** substantiated allegations against captains in company command positions. The top types of substantiated allegations against company commanders included (1) failure to obey an order or regulation, (2) failure to treat individuals with dignity and respect and (3) failure to take appropriate action. These trends are not reflective of the Kansas National Guard, but are included here to serve as a good reminder to all that these types of misconduct can occur.

The below vignettes highlight potential issues leaders may be faced with within the Kansas National Guard.

#### COMPANY COMMANDER COMMAND CLIMATE

A Soldier filed a complaint against their company commander for failure to treat subordinates with dignity and respect, bullying subordinates, and abuse of authority. The complainant alleged that the company commander, on various public and private occasions, berated and humiliated subordinates using foul language and a physically threatening manner. During the investigation, a significant majority of the company commander's current subordinate leaders corroborated these allegations and further indicated that the company commander continuously micromanaged and undercut subordinate leaders' authority. The company commander was substantiated for failing to treat subordinates with dignity and respect and for fostering a poor command climate.

#### FALSE STATEMENTS AND WRITINGS

A complainant contacted the IG suspecting that his first sergeant falsified his Army Combat Fitness Test (ACFT) card (DA Form 705) on several occasions. After an IG's discussion and coordination with the command, and the Staff Judge Advocate, the IG referred the allegation to the command for investigation under the provisions of AR 15-6. The subject was flagged and suspended from his current duties as first sergeant pending the outcome of the investigation. The investigation determined that the first sergeant had falsified fitness records on at least four of his physical fitness tests over the course of several years. Based on the evidence, the allegation that the first sergeant made false official statements or writings was substantiated. The first sergeant received non-judicial punishment under the Kansas Code of Military Justice (KCMJ), was fined, and relieved of duties as first sergeant.

### **STATUTORY REPRISAL**

A Soldier alleged he was reprimanded against by a battalion commander (filing a General Officer Memorandum of Reprimand (GOMOR) in the Soldier's permanent record) and by a senior official (for initiating a separation board based on the conclusions of the investigation leading to the GOMOR) after the Soldier had a conversation with an Army IG. The Soldier had been substantiated in an AR 15-6 investigation for dereliction of duty, violation of orders, and Defense Travel System fraud. The substantiated AR 15-6 investigation, combined with additional violations discovered during a clearance background investigation, indicated a pattern of misconduct and integrity issues that were incompatible with military service. The IG investigation found the GOMOR and referral to a separation board initiated by the battalion commander and senior official would have occurred even if the Soldier had not initiated a prior protected communication with an IG. The complaint was thus not substantiated.

### **ARMY LIEUTENANT FAILURE TO OBEY AN ORDER OR REGULATION**

A complainant contacted the DOD Hotline alleging that a first lieutenant, assigned to the same unit, had found an unexploded ordnance device and decided to keep it. The complainant told the lieutenant that he needed to turn the device in to the appropriate authorities, but the lieutenant opted to keep the device as a souvenir. The servicing IG office conducted a preliminary review of the allegation and forwarded it to the command to conduct an AR 15-6 investigation. The command investigation concluded the officer acted inappropriately and violated command and installation procedures for the proper handling of unexpended ammunition and unexploded devices.

### **SERGEANT FIRST CLASS DIGNITY AND RESPECT**

An IG received an anonymous complaint stating that their section leader, a sergeant first class, denied meal-card holders access to the dining facility during lunch hours. The anonymous complaint alleged the sergeant first class repeatedly kept the Soldiers in the section area with nothing to do while others were eating at the dining facility and told them to, "eat before coming to work." Based on testimony from multiple witnesses, the investigating officer concluded that the sergeant first class did restrict Soldiers from eating meals during lunch hours at the dining facility, and therefore failed to ensure the physical, moral, personal, and professional wellbeing of his subordinates. The allegation of failure to treat Soldiers with dignity and respect was substantiated.

### **INAPPROPRIATE RELATIONSHIPS**

An anonymous complaint alleged a staff sergeant and a corporal in the same squad were involved in an inappropriate intimate relationship. Both individuals denied the allegation, but the investigating officers determined, after review of email messages between the two and collecting eyewitness statements from other residents of the barracks, that the preponderance of evidence refuted their assertions. The investigating officer subsequently substantiated both Soldiers for being involved in an inappropriate relationship.



## **SECTION V**

### **Inspector General Inspections**

The IG inspections function is the primary IG function and the one that allows IG's to have the greatest impact on readiness and war-fighting capability throughout the Army. The primary purpose of all IG inspections is to identify systemic issues throughout the Army and, in doing so, to evaluate the effectiveness of Army policies, determine the root causes of noncompliance, and recommend changes to policy proponents who then have the ability to resolve those issues.

Overall, the inspections function entails conducting IG inspections, developing and implementing IG inspection programs, checking intelligence activities for policy compliance, and assisting the commander in maintaining a viable OIP (see Section VI).

Inspectors General will use a deliberate process to identify, evaluate, and set priorities for potential inspections of systemic and other issues for approval by the directing authority and inclusion in the IG inspection program within the overall OIP of the Kansas National Guard.

#### **Inspection Types and Focus**

Inspections may focus on either organizations, functional systems, or both. Inspectors General may conduct three types of inspections:

**General Inspections.** Inspections that focus on organizations or units and are comprehensive in nature. General inspections are compliance oriented and assume that the standards against which the IG measures the organization are correct as written.

**Special Inspections.** Inspections that focus on functional systems (that is, systemic issues). Special IG inspections of systemic issues do not assume that the established standards are correct.

**Follow-up Inspections.** Inspections that assesses the implementation of solutions recommended by an approved IG inspection and, although listed as the third inspection type, is normally the final step of all IG inspections.

## SECTION VI

### Organizational Inspection Program

Inspections are a command responsibility, and the OIP is TAG's program to manage all inspections within the command. The OIP is a comprehensive, written plan that addresses all inspections and audits conducted by the Kansas National Guard and its subordinate elements as well as those inspections and audits scheduled by outside agencies.

The purpose of the OIP is to coordinate inspections and audits into a single, cohesive program focused on command objectives.



Depending upon the echelon and type of organization, the OIP will comprise command inspections, staff inspections, IG inspections (including intelligence oversight inspections), Staff Assistance Visits (SAVs), audits, certifications, and external inspections.

An effective OIP allows a commander to use these inspections to identify, prevent, or eliminate problem areas within the command. Commanders should also use the OIP to complement and reinforce other sources of evaluation information when determining or assessing readiness.

The battalion (or similarly sized organization) OIP includes command inspections by the battalion commander and staff inspections or SAVs by the battalion staff. The battalion commander must add visits and inspections by higher headquarters and agencies to the OIP—especially in areas where the battalion staff lacks experience or expertise.

The brigade (or similarly sized organization) OIP includes command inspections, staff inspections, and SAVs. The brigade OIP can focus on units or functional areas, or both. At a minimum, the brigade OIP will include guidance on command inspections of the brigade headquarters and headquarters company (HHC), staff inspections, and SAVs.

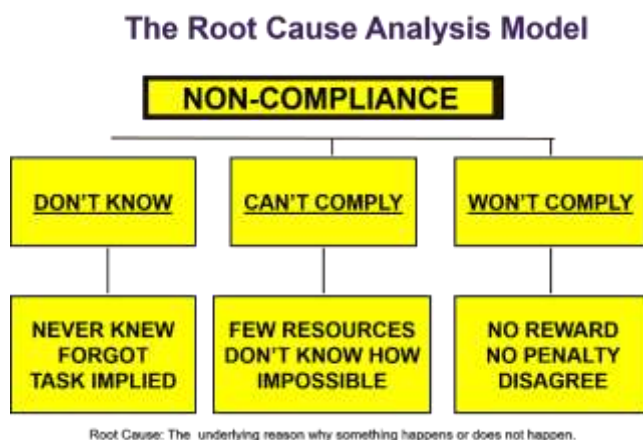
The OIP at JFHQ primarily involves staff inspections, SAVs, and IG inspections. The Kansas Army National Guard OIP establishes guidance and a framework within which the brigade and battalions can develop their own OIPs. At a minimum, the OIP must verify the effectiveness of OIPs at subordinate levels, protect subordinate commanders from being over-inspected, and disseminate lessons learned throughout the command. Commanders, principal staff officers, fulltime staff members, and IGs must pay particular attention to the time-distance factors and the compressed training time available in the Army National Guard when establishing inspection policies and procedures. The OIP must strive to ensure that inspections do not consume valuable training time that could be devoted to mission-essential task list efforts.

## Principles of Army Inspections

**Purposeful.** Inspections must have a specific purpose approved by the commander and must be related to mission accomplishment, tailored to a need, relevant and responsive, performance oriented and provide feedback allowing commanders to make informed decisions.

**Coordinated.** Inspections will be coordinated to preclude redundancies and ensure optimal timing of the inspection to reduce training distractions on the unit. Additionally, various types of inspections will be combined when practical. Further, pertinent reports from other recent inspections will be used as a source document for subsequent inspections.

**Focused on Feedback.** Inspectors will provide accurate and timely feedback, both verbal and written that is focused on the identification of root causes of problems and the unit's strengths and weaknesses. The ultimate purpose of all inspections is to help commanders to correct problems.



**Instructive.** Teaching and training is an essential element of inspections and the overarching purpose of SAVs.

**Followed Up.** Inspections expend valuable time and resources and are not complete unless follow up actions occur. Follow up actions can be re-inspections and/or telephonic, e-mail, or other means of communication to ensure corrections are developed and implemented.

### Basic Elements of an Inspection

**Measure performance against a standard.** Inspectors determine unit compliance against a standard. Inspectors will ask follow on questions and determine why a unit is in non-compliance to a checklist question as a way to begin determining the root cause of a problem.

**Determine the magnitude of the problem(s).** Inspectors will stay focused on high payoff issues and not mired in trivial issues such as poorly painted bumper numbers on vehicles.

**Seek the root cause(s) of the problem(s).** This applies to all inspections and should be sought out to determine why there is an issue so that corrective action can be taken.

**Determine a solution.** Once the root cause is determined, long-term or far-reaching solutions will be developed. Short term “fixes” will be avoided.

**Assign responsibility to the appropriate individuals or agencies.** Inspectors will clearly identify issues in reports so that commanders can take appropriate corrective actions by assigning individuals and/or elements tasks to correct issues.

**Command Inspections.** Command inspections ensure units comply with regulations and policies and allow commanders to hold leaders at all levels accountable. Command inspections allow the commander to determine the training, discipline, readiness, and welfare of the command and are so important that the commander must be personally involved. In addition, command inspections help commanders identify systemic problems within their units or commands and assist in the recognition of emerging trends. The commander of the inspecting headquarters must participate for an inspection to be a command inspection. By participating, the inspecting commander sets the overall standard for the conduct of the inspection and closely supervises and engages in the inspection.

**Initial Command Inspections.** A new company-level commander will receive an initial command inspection (ICI) from his or her rater. The initial command inspection for a company will occur within the first 90 days of assumption of command in accordance with KSARNG OIP SOP.

**Purpose.** The ICI ensures that the new commander understands the unit's strengths and weaknesses in relation to higher headquarters' goals and all established standards. The ICI will appear on the training schedule and will serve to evaluate the condition of the unit. The ICI will not, however, evaluate the commander's performance since assuming command.

**Results.** Only the inspected commander and that commander's rater will receive the specific results of the initial inspection. These results will serve as the basis for a goal-setting session between the incoming commander and his or her rater that will establish realistic goals to improve unit readiness. The incoming commander should receive a clear picture of the goals, standards, and priorities for the unit. These inspection results help set goals and may cause refinement in the DA Form 67-9-1 (Officer Evaluation Report Support Form). Commanders will not use the results of ICIs to compare units. IGs may also request from subordinate commands the results of ICIs (without unit attribution) for the purpose of analyzing trends.

**Subsequent Command Inspections (SCIs).** Subsequent command inspections (SCIs) measure progress and reinforce the goals and standards established during the initial command inspection. These inspections are often focused inspections that only look at specific areas and are not necessarily complete re-inspections of the entire unit. Commanders will conduct SCIs following all initial command inspections and not later than one year after completion of the new commander's ICI. In the Kansas National Guard, subsequent command inspections will take place, but the timing will be at the discretion of the inspecting commander.

**Staff Inspections.** Many of the Staff Inspections are Periodic Required Inspections. These inspections are required by regulations to be conducted periodically (normally every 12 to 18 months). As a minimum, the following inspections should be conducted IAW applicable regulations:

- Command Communications Security (COMSEC) Inspection
- Command Supply Discipline Program (CSDP) Review
- Physical Security Inspection
- Annual Reviews of Dining Facility Records (IDT and AT) and Unannounced Cash Count

- Annual Safety Inspection (OSHA Compliance)
- Intelligence Oversight Inspection
- Command Maintenance Inspection

**Staff Assistance Visits.** Each MSC and battalion level HQs should develop and conduct a program of Staff Assistance Visits to subordinate units. Staff Assistance Visits can be general or specific in focus. They are used to help subordinate units accomplish corrections and improvements, mentor junior staff members, and to provide feedback to the commander and staff.

### **Commander Responsibilities**

**Prepare.** Prior to the inspection, ensure unit personnel obtain recent command inspection results to review and consolidate all appropriate regulations and policies for areas to be inspected. Work with higher HQ to understand and meet established goals and standards.

**Schedule.** Ensure the initial command inspection appears on the training schedule.

**Follow-up.** Review results. Measure progress and reinforce the established goals and standards. Request assistance as needed. Schedule an SCI.

## **SECTION VII**

### **How Can the Inspector General Help Your Unit?**

IGs can provide a great deal of assistance to leaders and commanders.

IGs are linked worldwide through a “technical channel” with other IGs. Through this networking, often the IG can find answers to questions or issues you are facing that others, elsewhere, have faced already.

IGs work closely with Soldier-support agencies (e.g. Chaplain, SJA, Red Cross, ACS, AER, etc.) to solve problems. IGs can help you get started in the right direction.

IGs are available to recommend command climate surveys and “sensing sessions.” Perceptions can be provided as to what is wrong and what is right with your unit. Only the requesting commander will get the results of these sessions. Valuable insight can be gained into the feelings and thoughts of the Soldiers assigned. Soldiers appreciate the opportunity to talk openly with someone outside the chain of command.

The IG can act as a sounding board for actions being considered. Although conversation with the IG is never off the record, IGs are senior officers and non-commissioned officers who possess a wealth of information and are very happy to share that knowledge with leaders/commanders. The IG also has a keen insight on the pulse of the command and issues that have been worked, both of which can provide a valuable perspective to the leader/commander in making their decision on how to proceed. Use this wealth of knowledge to assist you in doing your job as leader /commander.

IGs can provide assistance to your Soldiers. Does one of your Soldiers, or a member of their Family, have a complex problem with an Army benefit, service, or process that has your company leaders baffled? Contact a Kansas National Guard IG. Chances are they have seen it before and know whom to contact to fix it.

Review established or proposed company policies and procedures. Not sure that you “have this policy correct?” Ask a Kansas National Guard IG to review it to ensure it adheres to all regulatory requirements and Army standards. Kansas National Guard IGs are consummate fact-finders who can reach out to subject matter experts to find you the right answer.

Inform your leaders about misconduct trends. If you would like to inquire about misconduct trends on Kansas National Guard, you have a resource. Ask an IG—they can share non-attributional misconduct trends and give you and your leaders a good understanding of “what right does *not* look like” in the Kansas National Guard.

**Ten Steps to Success with the IG.** No doubt you have had Soldiers in your command go to the Inspector General with their problems. Some received fast and fair solutions. Too often, though, the result was perceived as wasted time, disappointment, and a conviction that the IG system does not work. The trouble lies not with the system but with a failure to understand it and use it properly. Follow these steps to success when going to see an IG:

**1. Be Sure There is a Problem.** Personal peeves loom large in the minds of some Soldiers. But there is little the IG can do about a peeve. If the cooks consistently turn out lousy chow, that’s a problem. If someone doesn’t like the menu for one particular meal, that’s a peeve.

**2. Give the Chain of Command a Chance to Solve the Problem.** The chain of command consists of the people who solve problems. A Soldier’s Chaplain or IG is always there to help, but they must ultimately work with the chain of command on most issues.

**3. Level with the IG.** Once an IG starts inquiring, they’ll soon know if the truth is being twisted. If a Soldier has not been completely honest about the complaint, a lot of time and effort will go to waste.

**4. Be Prepared to Take NO for an Answer.** Do not assume that a negative answer from the IG is wrong just because it is unpalatable. If the Soldier is absolutely certain the answer is wrong, and if he or she has some additional evidence to support that certainty, the case may be reconsidered. If, on the other hand, the individual is merely unhappy because the outcome does not go in his or her favor, it is pointless to continue.

**5. Keep in Mind the IG’s Regulatory and Statutory Limits.** An IG cannot change a regulation just because it does not suit an individual. They can, however, recommend changes to regulations determined to be inappropriate or unfair.

**6. An IG is NOT a Commander; They Recommend, NOT Order.** Some Soldiers get upset because nothing seems to happen as a result of their complaint. Keep in mind that the IG can only advise, not order a commander. There may be good reasons why the IG recommendation was not acted upon.

**7. An IG Resolves a Case Based on Facts or the Preponderance of Evidence.** If the IG

cannot find concrete proof or an overwhelming preponderance of evidence, he cannot resolve the case. Just because a person says their supervisor violated a regulation does not make it a proven fact.

**8. Try All Other Appropriate Remedies.** The IG is sort of a “court of last resort” not the “first stop shop”. If other remedies are available they should be used first. Not all issues are IG appropriate.

**9. Work with the Closest IG.** Starting higher or contacting multiple IGs will only delay the process.

**10. Be patient.** In order to thoroughly look into every issue or allegation it takes time and deliberate attention to details, regulations, and facts in order to determine the resolution, if there is one.

## **SECTION VIII**

### **Issues That are Not IG Appropriate**

Since these issues have alternate means of redress, they normally are not IG appropriate. However, if brought an issue, the IG will conduct a complaint analysis, identify all issues, and refer the issues most appropriately addressed by another proponent to the proper office. Some of those issues are:

- Criminal Allegations
- EO Complaints
- Hazardous Work Conditions.
- Soldier Indebtedness
- Civilian Grievances
- Civilian Appeals of Adverse Action
- Civilian Discrimination / Harassment
- Family Non-Support (except limited initial involvement)
- Issues with other clearly established means of redress

## CLEARLY ESTABLISHED MEANS OF REDRESS

Correcting records is an example of an issue that is not IG appropriate because there is an established means of redress. Records corrections is completed by the Army Board for Correction of Military Records (ABCMR). The ABCMR is the highest administrative board in the Army. The purpose of the Board is to correct errors and remove injustices from any military record. Examples of military records that the Board may review include: Awards, Separations, Retirements, Disabilities, Evaluation Reports, Pay and Allowances, and Survivor Benefit Plans. Prior to applying to the ABCMR, all other administrative remedies must be exhausted. This includes applying to other Army Boards such as the Army Physical Disability Appeal Board or the Army Discharge Review Board. Applying to the ABCMR does not affect other proceedings.

Persons eligible to apply for corrections are Active Duty Soldiers and former members of the Regular Army, U.S. Army Reserve, and in certain cases, the Army National Guard and other military and civilian individuals affected by an Army military record. Requests are personal to the applicant and relate to military records. Requests are submitted on DD Form 149 (Application for Correction of Military Record under the Provisions of Title 10, U.S. Code, Section 1552). Soldiers do not need to submit applications through their chain of command.

Applicants must file an application within 3 years after an alleged error or injustice is discovered or reasonably should have been discovered.

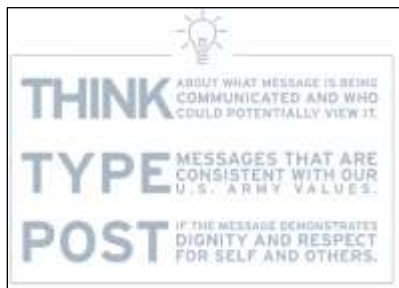
## SECTION IX

### Inspector General Special Focus Areas

#### Proper Use of Social Media

Social media allows people around the world to share current events, photos, and personal updates. Soldiers and their Families use social media to keep up-to-date with the latest Army news and events, keep in touch with each other during periods of deployment or temporary duty assignments, and tell the Army story.

Social media is an extremely useful tool when used effectively and properly. However, when Soldiers use social media improperly, it can lower morale, diminish the ability of Army units to effectively accomplish their mission, and even serve as a conduit for unprofessional or even



illegal activity. Soldiers' exploitation of social media is punishable under the Uniform Code of Military Justice. Company leaders should ensure their officers, NCOs, and junior-enlisted personnel are aware that the Army will not tolerate such activities.

The Army Values require that Soldiers treat everyone with dignity and respect. This is a critical component of the Army profession. When using electronic communication devices, members of the Army team should apply the tenants of **Think, Type, Post**. Online harassment, bullying, hazing, stalking, discrimination, retaliation, and any other type of misconduct that undermines dignity and respect are not consistent with Army Values. Soldiers or DA Civilian employees who participate in or condone misconduct, whether offline or online, may be subject to criminal, disciplinary, or administrative action. Members of the U.S. Army community should report incidents through their chain of command or family support services for resolution. Soldiers can find more information through the Equal Opportunity for military and civilians,



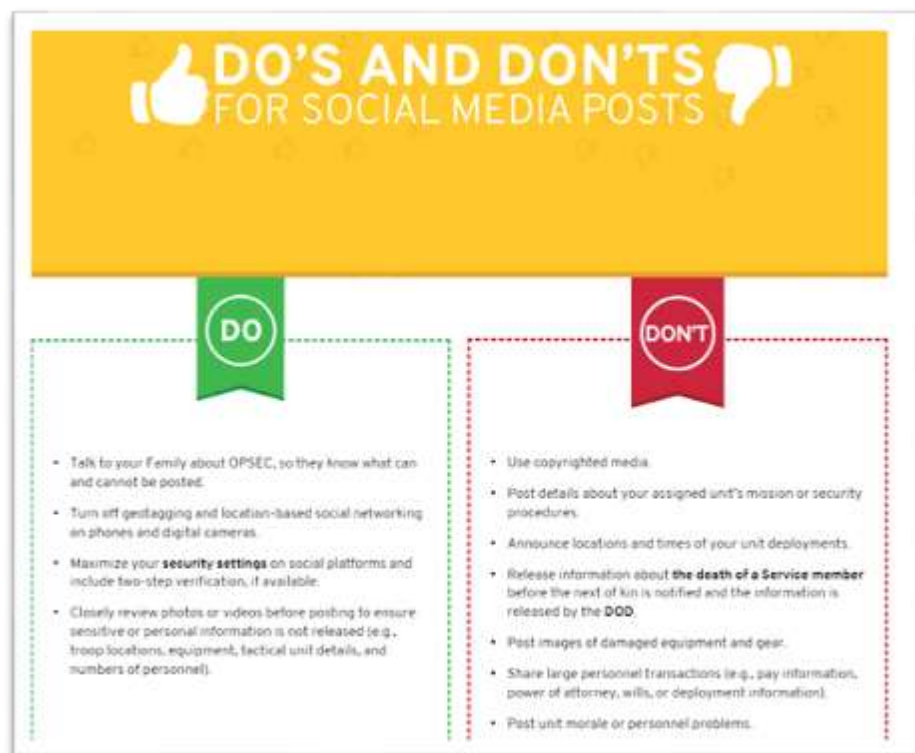
SHARP, the Inspector General, and law Enforcement offices.

Soldiers should also understand the limitations that exist when it comes to social media and participation in political activity as well as support to political campaigns. Soldiers must adhere to the policy in Department of Defense Directive 1344.10 when posting any political content. Soldiers must also think before posting potential unclassified information that enemies could use against the Army. They must refrain from “geotagging” photographs, videos, websites, and SMS messages. One Soldier exposing his or her location can affect the entire mission. Deployed Soldiers, or Soldiers conducting operations in classified areas, should not use [location-based social networking services](#).

Leaders must ensure their Soldiers are aware of both the Army’s guidance on proper social media use, and the potential disciplinary action that the Army can take against them in cases of misuse. Improper social media use can weaken operational security if it contains secret, sensitive, or otherwise revealing information. Leaders must engage their Soldiers on social media use. All leaders must communicate social media expectations with their Soldiers. It is important to outline unit policy and make sure all Soldiers know what they can and cannot do when using various social media platforms.

### **Social Media Registration and Social Media Directory**

Registering organization social media sites through the social media directory is not just encouraged, it is required. Organization social media presence can be registered at the following website: <http://www.army.mil/media/socialmedia/>.



For more information related to the Army’s stance on social media visit, <https://www.army.mil/socialmedia/>. For Kansas National Guard specific guidance, review [TAG Policy Letter #34](#), *Guidance and Parameters for the Use of Social Media*, April 2020

## Guidance on Proper Corrective Training

Corrective training is an effective tool all leaders can use to correct minor deficiencies during the course of their daily duties. When used correctly and fairly, corrective training allows anyone from the most junior-Army leader to the most seasoned general officer to help teach their fellow Soldiers “what right looks like” and correct a deficiency. However, company commanders must work to ensure that all corrective training conducted in their unit is in line with AR 600-20.

One of the most effective administrative corrective measures is corrective training or supplemental instruction (including on-the-spot corrections). For example, if a Soldier appears in the improper uniform, a leader may require them to correct it immediately; if a Soldier should fail to properly maintain their accommodations, a leader can require they undertake corrective actions. If a leader assesses that a simple on-the-spot correction will not adequately address a deficiency, they may require the Soldier to attend corrective training directly related to the shortcoming. Soldiers can be required to attend corrective training and take corrective actions after normal duty hours, but such activities should only continue until the leader believes the Soldier has overcome the training deficiency or has adequately applied the appropriate corrective measures.



Leaders at all levels must ensure that they and their subordinates do not use corrective training in an oppressive manner (e.g., 30 minutes of intense physical training after final formation is not considered appropriate corrective training related to littering in the company area) or to evade the procedural safeguards applying to imposing non-judicial punishment (AR 600-20, para 4-6b (2-3)). Commanders who encourage or tolerate improper corrective training within their unit are in violation of AR 600-20 and can be subject to allegations of regulatory misconduct. Company commanders should have an active plan to monitor corrective training within their company and make it very clear to both their subordinate leaders and Soldiers that improper corrective training will not be tolerated. Leaders are encouraged to refer to AR 600-20 or contact the IG if they have any questions related to the proper use of corrective training.

### WELL-EXECUTED CORRECTIVE TRAINING

A married private who resided off post was habitually late to formation. After consulting with the platoon sergeant, the private's squad leader established a corrective training plan to address the private's tardiness. Every day for 2 weeks, the private was to meet with the squad leader immediately following final formation to back brief the squad leader on his timeline for the following morning. Then each morning, the squad leader instructed the private to call him when the private left home and then report to the charge of quarters (CQ) no less than 15 minutes prior to first formation and have the CQ log his time of arrival at the unit. If the private made all his check ins with the CQ over the 2-week period, the corrective training would conclude. If the private continued to be late, the squad leader would consider other disciplinary options.

### IMPROPER CORRECTIVE TRAINING (HAZING/ASSAULT)

A private deployed with his unit to a remote combat outpost in Afghanistan in 2006. For every minor infraction (uniform issues, timeliness, personal hygiene), he was repeatedly subjected to “corrective training” by four NCOs and two specialists. During the “corrective training” sessions, the private was usually forced to low crawl, in full combat gear, 100 meters while being kicked, punched, stepped on, and having rocks thrown at him. After the NCOs and specialists subjected the private to this kind of hazing, assault, and other cruel treatments for weeks, the private attempted suicide in a guard tower.

### **Whistleblower Reprisal Guidance**

A whistleblower is someone who believes they have evidence of a violation of law or regulation, including a law or regulation prohibiting sexual harassment or unlawful discrimination, gross mismanagement, a gross waste of funds or other resources, an abuse of authority, or a substantial and specific danger to public health and safety. Reprisal happens when a leader takes an unfavorable personnel action against a Soldier or withholds a favorable personnel action because that individual made a protected communication or disclosure. Soldiers who report violations of this nature are well within their right to do so, regardless of the rank or stature of the person against whom they are making the report. As a leader, you have a duty to ensure your Soldiers are able to exercise this right without fear of reprisal.

In accordance with Title 10 USC 1034, whistleblower reprisal is the act of taking, (or threatening to take) an unfavorable personnel action, or of withholding (or threatening to withhold) a favorable personnel action because a Service member made a protected communication (lawful communication the complainant reasonably believes to be true):

- To members of Congress,
- To IGs,
- To DOD audit, inspection, investigation, or law enforcement organizations,
- To any person or organization in the chain of command,
- To any other person designated pursuant to regulations or established administrative procedures to receive such communications (e.g. EO, Safety Office, etc.),
- As part of a court-martial proceeding, or
- A complaint of sexual assault or sexual harassment.

Note: Any communication to a member of Congress or an IG, no matter the topic, is a protected communication. Communications to the other listed individuals or agencies are only protected when presenting a violation of statute, regulation, or rule.

### **PROTECTED COMMUNICATIONS—THE WRONG WAY**

Sergeant First Class Rightway: “Sir, when you were on leave yesterday I arranged for Private Smith to talk to the Company Commander under the open-door policy. Private Smith objected to the counseling Staff Sergeant Jones gave him. The Commander heard Smith out and set him straight on his responsibilities. After that, Smith wisely decided not to take it up with the IG. So, the bottom line is, no harm done.”

2nd Lieutenant R. E. Prisal: “Private Smith went behind my back to the ‘Old Man’? I am going to kill him. I have a leave form from Smith right here in front of me; looks like it is going to be denied, and I guess that means Smith is available for weekend CQ duty. That ought to teach Private Smith how to respect his chain of command!”

### **PROTECTED COMMUNICATIONS—THE RIGHT WAY**

Staff Sergeant Jones: "Private Smith, do you understand why you received this negative counseling?"  
Private First Class Smith: "I don't feel like this is fair, Staff Sergeant Jones. I want to speak to the company commander or an IG."  
Staff Sergeant Jones: "I will get with Sergeant First Class Rightway and the First Sergeant right after we are done with this counseling and set up a time for you to speak to the Commander under his open-door policy, or we can call the IG office if you prefer. Now, let us continue. Do you understand why you received this negative counseling?"

Leaders cannot prevent, restrict, or discourage a Soldier from communication with an IG or member of Congress. However, this does not mean a Soldier has an immediate right of access. For example, a Soldier is on a firing range and indicates he or she wishes to see an IG. The command may require the Soldier to complete the scheduled training and then make an appointment for the Soldier to see the IG or allow the Soldier to see the IG at an acceptable time during duty hours.

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**If you ever find yourself having this conversation with yourself or with others:**

**"I am going to [do something unfavorable] to [Subordinate X] because they were disloyal and went behind my back by having a conversation with [Official Y]."**

**STOP! THINK BEFORE YOU ACT!**

**If you act and [Official Y] is on the long list of individuals [Subordinate X] has a right to communicate with, you are probably committing Whistleblower Reprisal.**

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## **SECTION X**

### **Company Leadership Best Practices**

The following are a series of best practice suggestions based on IG observations from around the Army. None of these best practices is directive in nature—they are included below for information and inspiration only. If you have a company leadership best practice you would like to share in this section in the future, please submit it to the Kansas National Guard IG Office.

#### **Consider Holding Regular Company Leader Huddles**

A great way to set and adjust expectations is to pull your leaders in for a short huddle and clearly outline near-term expectations. A leader huddle prior to the start of the drill period is a good battle-rhythm event to prioritize tasks and review calendar events. A best practice is to do your huddle 30 to 40 minutes prior to the start of the day. This allows your leaders to consider the guidance during physical training and issue any necessary instructions at first formation.

#### **Consider Publishing a Unified Training Calendar**

A best practice is to create a long-range unified training calendar that provides one document for your Soldiers and leaders to understand all the training events, Kansas National Guard schools and opportunities, holidays, and family or FRG events. It is more work up front, but it allows you and your leaders to better plan and understand outside influences on your training program and helps facilitate information distribution.

**Consider Establishing Monthly Training Priorities**

We all know the axiom that “no plan survives contact with the enemy.” Well, the enemy of your training schedule is last-minute change. A best practice is for company leaders to establish clear, monthly priorities for drill weekends in addition to having a well thought-out training schedule. That way, when the inevitable happens (e.g. a last-minute tasker comes down) subordinate leaders will understand what training schedule events can be postponed and what events should be protected to the best of their abilities.

**Consider Having Squad/Team/Individual “Hero” Boards**

A best practice is to have a company “hero” board where the commander or first sergeant post the top three to five individual Soldiers, teams, or squads that have excelled in selected collective or individual tasks. The intent of this board is to inspire, not to shame—that is why you only post the best performers, not all Soldiers’ performance. You want Soldiers to either (1) take pride in being on the top, or (2) be motivated to improve their performance and climb the ladder. Suggested “hero” board items: # of pull-ups, marksmanship scores, operational readiness rates, etc. As an added bonus, this brings regular attention to your command boards and serves as a reminder for Soldiers to look for any updated policies.

**Consider Quarterly Sub-Hand-Receipt Signatures**

Company commanders are required to sign their property books quarterly and sensitive items monthly. A best practice is for commanders require that their individual sub-hand receipt holders do the same and put this on the training schedule. By verifying sub-hand receipts on a regular basis (and spot-checking end-item shortage annexes and turn in receipts), a commander can ensure his or her subordinates are maintaining proper property accountability

## **SECTION XI**

### **Inspector General Myths**

#### **A. Inspectors General Encourage Soldiers to Bypass the Chain of Command**

INCORRECT: The first thing IGs ask all complainants is, "Have you tried to solve this issue through your chain of command?" Army leadership expects IGs to work with the chain of command to solve issues. IGs are *not* your enemy; they do *not* enjoy "making you look bad."

#### **B. Inspectors General 'Call You Out' for Every Infraction They Find**

INCORRECT: "Inspectors general are there to help, to serve as an asset in identifying systemic issues inhibiting readiness... they will work *with* units to come up with solutions to fix them."

Yes, Kansas National Guard IGs will always strive to identify areas where a unit is not meeting Army or organizational standards. They will also identify the root cause of the noncompliance and work with the chain of command to fix it. Most problems a Kansas National Guard IG finds at the company level can, and should be, fixed at the company level as soon as possible.

#### **C. Failing an Inspector General Inspection Will End Your Career**

INCORRECT: IG inspections are usually systemic in nature. Systemic inspections do not focus on an individual unit's "compliance" with standards or regulation, but rather with the performance and efficiency of Army or organizational systems. An IG systemic inspection is non-attributable. If IGs inspected 10 units and 3 had "issues" executing the system, process, or policy, Kansas National Guard IGs will not name the 3 underperforming units in the report; instead, they will simply inform TAG that approximately 30 percent of units did not meet the standard. All recommendations in an IG systemic inspection report will focus on how leaders can optimize the system, process, or policy so that in the future, the number of underperforming units will decrease.

#### **D. Inspectors General are 'the Commander's Spies and Executioners'**

INCORRECT: IGs act only as an extension of the commander's eyes, ears, voice, and conscience. They merely inform the commander of what they have observed, and it is up to the commander to act.

## **SECTION XII**

### **Intelligence Oversight**

The Intelligence Oversight Program establishes a balance between the rights of a U.S. person and the government's legitimate need for essential information. It does this through Executive Order 12333, which ensures:

- Protection of a U.S. person's constitutional rights and privacy
- Collection of essential authorized information by the least intrusive means
- Dissemination of information is limited to lawful government purposes.

Intelligence activities conducted by the National Guard are governed by NGR (AR) 381-10. This regulation requires compliance with DoD 5240.1-R. This directive contains 15 procedures that allow intelligence personnel to carry out authorized missions while ensuring that all activities concerning U.S. persons are conducted in manner that protects their constitutional rights. This also applies to information collection and processing activities performed by non-intelligence personnel.

**Specific Limitations.** National Guard personnel, facilities and/or equipment assets will not be used to collect, analyze, retain, or disseminate information concerning U.S. persons. The National Guard is not authorized to conduct independent intelligence activities.

Exceptions to this limitation are clearly defined in AR 381-10, Part 2. Additionally, exceptions exist for National Guard linguists when translating tapes for law enforcement agencies and counterdrug personnel during the conduct of a valid counterdrug support mission. In both these situations, when the mission and/or task has been completed all information concerning U.S. persons will be turned over the supported law enforcement agency. The National Guard does not conduct Intelligence activities of its own in Counterdrug Support Program missions. National Guard members support the criminal information analysis activities of LEAs. Criminal information comes into temporary possession of National Guard members supporting LEAs but is not retained by the National Guard.

### **Intelligence Oversight Monitor**

The Primary Intelligence Oversight (I/O) Monitor for the Kansas National Guard is the J2 Senior Intelligence Officer (SIO). Each major subordinate command and battalion headquarters with an S2/G2 section and/or any units/activities involved in intelligence activities will appoint a Primary and an Alternate I/O Monitor. I/O Monitors will be appointed on a memorandum signed by the unit commander. A copy of the appointment will be provided to the State IO Monitor ATTN: J2 Senior Intelligence Officer and to the JFHQ IG.

Each I/O Monitor will be trained as outlined in KSNG SOP 381-10 and will maintain a copy of KSNG SOP 381-10 and each of the required references listed in appendix A of the KSNG SOP 381-10 in a tabbed notebook usually referred to as the "I/O Smartbook."

### **Commander Responsibilities**

- Ensure an IO monitor is assigned via appointment memorandum
- Ensure IO monitors are trained IAW guidance and policy
- Ensure that quarterly IO Oversight reports are submitted
- Ensure that IO inspections are incorporated into the overall OIP
- Ensure that questionable activities are reported immediately

**Quarterly Intelligence Oversight Reports.** All IO Monitors will submit quarterly Intelligence Oversight training and inspections conducted during the past quarter along with any violation or questionable activities to the State I/O Monitor with a copy to the JFHQ Inspector General and J2 Senior Intelligence Officer NLT the 5<sup>th</sup> day after the close of the quarter.

**Compliance Inspections.** Compliance inspections will be conducted as part of each command's Command Inspection Program. J2/IG inspectors will verify I/O appointments, training identified on unit training schedules, I/O Training Registers (who attended training vs. assigned personnel), and references.

**Force Protection.** Intelligence activities (resources, personnel and equipment) may not legally be directed to target or intentionally collect information on U.S. persons for force protection purposes. However, information received by intelligence activities identifying U.S. persons who are alleged to threaten the force must be passed to the threatened commander and the organization responsible for countering that threat.

### **Reporting Violations or Questionable Activities**

All unit personnel have a responsibility to report intelligence activities that may appear to be questionable or improper. Reports can be submitted to the following:

- Unit Chain of Command (Preferred method)
- I/O Monitors at Battalion, Major Subordinate Command, J2 Senior Intelligence Officer, and/or State HQs (785) 646-0206
- The Legal Advisor to the Adjutant General (785) 646-0050
- The State Inspector General (785) 646-0020/0021/0022/0024
- The NGB Inspector General (703) 607-2515
- The Army Inspector General, ATTN: I/O Division (703) 697-6698

Use of the unit chain of command is the preferred reporting channel. However its use is not required. Regardless of reporting channels, no adverse actions will be taken against any person who reports a questionable activity.

When submitting a Questionable or Improper Activity Report (either in the following format or via SIR) include the following information:

WHO: Who was responsible for the questionable activity?  
WHAT: What was the questionable activity?  
WHEN: Date and Time that the activity happened.  
WHERE: Location where the activity took place.



## **SECTION XIV**

### **Command Required Memorandums to Publish and Post**

#### **Announcement of Assumption of Command**

Assumption of command will be announced in a memorandum and will contain the information in this example XXX.

#### **Open Door Command Policy**

In accordance with AR 600-20, para 2–2, dated 24 July 2020, Commanders will publish an Open Door Command Policy statement within their commands. Soldiers are responsible for ensuring that the commander is made aware of problems that affect discipline, morale, and mission effectiveness; and an open door policy allows members of the command to present facts, concerns, and problems of a personal or professional nature or other issues that the Soldier has been unable to resolve. The timing, conduct, and specific procedures of the open door policy are determined by the commander. They are responsible for ensuring that Soldiers are aware of the command's open door policy.

An example of this requirement is located at xxx.

#### **The Army Harassment Prevention and Response Program**

Commanders will also publish and post written command policy implementing The Army Harassment Prevention and Response Program in accordance with AR 600-20, para 4-19. Published statements will be consistent with the Army policy, include the local command's commitment to preventing harassment (including hazing, bullying, discriminatory harassment, online misconduct, and other misconduct). They will also include information regarding how to identify the types of harassment (hazing, bullying, discriminatory harassment, online misconduct, and other misconduct) and Army standard definitions, as outlined in paras 4–19a(1) through (5). The policy will reaffirm that such acts of harassment are prohibited, will explain how and where to file complaints, and will state that all complainants and victims will be protected from acts or threats of reprisal and/or retaliation. Each ACOM, ASCC, DRU, installation, unit, agency, and activity down to company, troop, or battery level will publish a harassment policy. Commanders must consult with their legal advisor prior to publishing. An example of this requirement is located at xxx.

#### **Military Equal Opportunity and Harassment Prevention and Response**

The Military Equal Opportunity (MEO) Program formulates, directs, and sustains a comprehensive effort to maximize human potential and to ensure fair treatment for all Soldiers based solely on merit, performance, and potential in support of readiness. MEO philosophy is based on fairness, justice, and equity. Commanders are responsible for sustaining a positive EO climate within their units. Commanders will maintain a unit-level Military Equal Opportunity and Harassment Prevention and Response bulletin board. At a minimum, the Commander's MEO Policy and MEO Harassment Response Hotline Phone number are required to be maintained on this board in accordance with AR 600-20, chapter 6.

#### **Prevention of Sexual Harassment Policy**

Commanders are responsible for the success of the SHARP Program, including prevention, annual training activities, compliance with required response actions when acts of sexual harassment or sexual assault are reported, and victim support. Commanders are responsible for creating climates that encourage individuals to intervene to correct misconduct and behavior that could lead to sexual harassment and sexual assault at the earliest opportunity and to trust their chain of command to take appropriate action when reports of sexual harassment and sexual assault are made. Commanders will publish a command policy for SHARP for each unit

and agency down to company, troop, or battery level. Units will ensure the command policy for SHARP is in accordance with brigade or equivalent command policies. See Para 7-15, o (4) (a) and (b).

Commanders will also ensure that SHARP policy memorandums and a list of victim service resources are posted on the unit bulletin boards. Policy memorandums will include an overview of the command's commitment to the SHARP Program; victims' rights; the definitions of sexual assault and sexual harassment; available resources to support victims and complainants; specific statements that sexual assault is a criminal offense that is punishable under the UCMJ and other Federal and local civilian laws; that sexual harassment and retaliatory behavior may be punishable under the UCMJ; and that sexual harassment, sexual assault, and retaliatory behavior are incompatible with Army values. Commanders will ensure the victim services resources include the DoD Safe Helpline number, installation 24/7 SHARP hotline, and the names and contact information of the responsible SARC and VA. Commanders will ensure that assigned personnel, to include RSP personnel under their command, are trained on SHARP policy

### **Right of Soldiers to Present Complaints to the Inspector General Policy**

In accordance with AR 600-20, Annex O, Commanders will produce memorandums for Soldiers and DA Civilians as to their right to present complaints and seek assistance from the IG in accordance with AR 20 – 1. The memorandums should be reproduced on command letterhead using the language at figure O – 1 and figure O– 2 in AR 600-20. All commanders and directors within the command must post these memorandums on bulletin boards prominently and permanently. These memorandums should also be provided as a link on the commander's or unit's homepage. These memorandums are:

The Right of Soldiers to Present Complaints or Request Assistance from the Inspector General  
The Right of Civilian Employees to Present Complaints or Request Assistance from the Inspector General

Rights of Technician Employees to Present Complaints or Request Assistance from the Inspector General

Right to Present Complaints – Permanent Notice (signed by IG)

Incoming commanders will update these, and all other published command memorandums after each change of command.

### **TAG Policy Letters**

Policy Letter #1	Open Door Policy (dated 20200401)
Policy Letter #5	Security Precautions for General Officers (dated 20200401)
Policy Letter #9	Equal Employment Opportunity (EEO) Program (dated 20200812)
Policy Letter #10	Military Equal Opportunity (MEO) Complaint Processing (dated 20200401)
Policy Letter #11	Sexual Harassment Policy for the Kansas National Guard (dated 20110208)
Policy Letter #13	Rescission of TAG Policy Letter #13, Urinalysis Testing of AGR Personnel
Policy Letter #14	Diversity Policy for the Kansas National Guard (dated 20200401)*
Policy Letter #15	Tobacco Free Workplace Policy (dated 20200401)
Policy Letter #17	Electronic Communications Device Use While Driving in Performance of duty (dated 20200401)/Exception to Policy to TAG Policy #17 (dated 20100111)
Policy Letter #18	Workplace Violence (dated 20200401)
Policy Letter #21	Privately Owned Weapons on Kansas National Guard Property (dated 20200826)
Policy Letter #23	Motorcycle Accident Prevention (dated 20200401)
Policy Letter #24	State Sponsored Life Insurance (dated 20200401)
Policy Letter #26	Sexual Assault Prevention and Response Program (dated 20200401)*

Policy Letter #32	Workplace Bullying Policy for the Kansas National Guard (dated 20200401)*
Policy Letter #33	Command Guidance for Parades and Military Equipment Used for Public Displays (dated 20200401)
Policy Letter #34	Guidance for Parameters for Use of Social Media (dated 20200401)
Policy Letter #35	Joint Operations Center Personnel Attachment (dated 20200401)
Policy Letter #37	Computer Access Policy (dated 20200401)
Policy Letter #38	Use of Federal Equipment to Support National Guard Civil Support Operations (dated 20200401)
Policy Letter #39	Use of Federal Equipment to Support Community Relations (dated 20200401)
Policy Letter #41	Required Identification (ID) for Access Control (dated 20200401)
Policy Letter #42	Arming and Protection Policy for KSNG Personnel (dated 20200401)
Policy Letter #43	Equal Employment and Military Equal Opportunity Alternative Dispute Resolution (dated 20200401)
	TAG Safety Philosophy (dated 20200401)
	Concealed Carry of Personally Owned Handguns by Members of the AG Dept (dated 20150930)
	Newly Designated Smoking Area at State Defense Building (dated 18 July 2013)

### **ATAG Policy Letters**

Policy Letter #1	Storage of Pyrotechnic and Explosive Devices (dated 20170604)
Policy Letter #3	Administrative Actions in Felony Charges (dated 20170604)
Policy Letter #5	Transporting Personnel in the Back of Tactical and Cargo Vehicles (dated 20170817)/Annex A Exception to ATAG Policy #5 (dated 20171117)
Policy Letter #7	Unit Clearing Procedures for Command Directs and Derivative Unit Identification Code (DUICs) (dated 20180420)
Policy Letter #8	Delegate of Certification Authority for Bonus Payments to Soldiers (dated 20170604)
Policy Letter #9	Deployment Deferment for Previous Active Duty Service Member (dated 20180901)
Policy Letter #11	Kansas Army National Guard Environmental Policy (dated 20200401)
Policy Letter #15	Property Clearance Requirements Prior to Discharge (dated 20170604)
Policy Letter #16	KSARNG Troop Feeding (dated 20180209)
Policy Letter #17	Attachment for Officer Candidate School (OCS) and Warrant Officer Candidate School (WOCS) Students Attending 1-235th Regiment, Kansas Regional Training Institute (KS-RTI) (dated 20170604)
Policy Letter #18	Medical Readiness Criteria for Receiving Military Orders (dated 20170604)
Policy Letter #19	Virtual Inactive Duty Training (VIDT) Program (dated 20170604)
Policy Letter #20	Maintaining Medical and Dental Readiness (dated 20170604)
Policy Letter #21	Kansas Army National Guard Command Climate Assessment (dated 20170604)
Policy Letter #23	Kansas Army National Guard Shredding and Destruction Policy (dated 20170604)
Policy Letter #24	Accounting for Coins Purchased with Appropriated Funds (dated 20190809)
Policy Letter #25	Selection Process for Battalion Command Sergeant Major (CSM) Positions (dated 20170604)
Policy Letter #26	Kansas Army National Guard (KSARNG) Officer Basic Course (OBC) Failures (dated 20170604)
Policy Letter #27	Substance Abuse in the KSARNG (dated 20170604)
Policy Letter #28	Kansas Army National Guard Retirement Award Submission Process (dated 20170604)
Policy Letter #29	Authorization to Roll Sleeves on the Army Combat Uniform (ACU) (dated 20170604)
Policy Letter #30	KSARNG Self-Referral and Limited Use Policy (dated 20160909)

Policy Letter #31	Promotion of Department of the Army (DA) Select Officers While Mobilized (dated 20170218)
Policy Letter #32	KSARNG Discharge and Separation Processing Management (dated 20170901)
Policy Letter #33	KSARNG ATAG Open Door Policy (dated 20180208)
Policy Letter #34	The KSARNG Profession (dated 20180208)
Policy Letter #35	Kansas National Guard Educational Assistance Program (dated 20180607)
Policy Letter #36	Public Affairs Guidance for Kansas Army National Guard Units (dated 20181012)
Policy Letter #37	KSARNG SHARP Program (dated 20190308)
Policy Letter #38	Guidelines for Educational Institution Access to ARNG Military Installations/Facilities and/or Organized Events (dated 20190412)
Policy Letter #39	Removal from Promotion List for Failure to Meet Course Standards at Non-Commissioned Officer Education System (NCOES) Courses (dated 20190501)
Policy Letter #40	NCO Education Requirements for NCO Accessions (dated 20190624)
Policy Letter #41	HIPAA Requirements and Enforcement at All Levels of the KSARNG (dated 20190809)
Policy Letter #42	State Order of Merit List for Non-Commissioned Officers Professional Development System (dated 20190827)
Policy Letter #43	AWOL Recovery Procedures (dated 20191019)
Policy Letter #44	KSARNG Environmental Policy (dated 20200401)
Policy Letter #45	Mobilization Dwell Policy Regarding Army National Guard Soldiers (dated 20200401)
Policy Letter #46	Waivers and Exception to Policy Requests for Army Regulation 190-11 and Army Regulation 190-51 (dated 20200401)
Policy Letter #47	Kansas Army National Guard Qualified Recycling Program (QRP) Instructions (dated 20200710)
Policy Letter #48	Procedures for Clearing Organizational Clothing and Individual Equipment (OCIE) when Separating from the Kansas Army National Guard (dated 20200608)
Policy Letter #49	Energy Conservation at Kansas Army National Guard Facilities (dated 20200721)
Policy Letter #50	Suspense Date for Processing Misconduct/Disciplinary Actions (dated 20200902)
Policy Letter #51	Military Funeral Honors Personnel Attachment (dated 20201211)
	ATAG Safety Philosophy (dated 20161122)

## **SECTION XV**

### **Bulletin Board Posting Requirements**

This section contains a listing of required and suggested postings to unit bulletin boards, current as of the date of this publication. This list does not constitute an all-encompassing list of required postings, but may be used as a reference for checking/setting up unit bulletin boards. Be sure to check for updated letters/postings prior to posting documents or posters on unit bulletin boards. All TAG and ATAG policies are kept updated on the IG site on the [Kansas TAG Home Page](#).

### **Policy Letters**

- TAG (All Current)
- TAGs Vision Statement
- BRIGADE, BATTALION and COMPANY
- Open Door Policy (TAG through Company)

Commander's Inspection Policy to include command, staff, and IG inspections (as applicable)

### **Safety**

- DD FORM 2272, DoD Safety and Occupational Health Protection Program (FED POSTER)
- OSHA Form 300A, Summary of Work Related Injuries and Illnesses (where appropriate)
- NRC Form 3, Notice to Employees
- Public Law 93-438, Section 206 (where applicable)
- Commander's Safety Philosophy (TAG, ATAG, BDE, BN, CO/BTRY/DET)
- Unit Safety SOP or Command Safety Program (as applicable)
- Appointment Orders for Safety Personnel

#### **MINUTES OF CURRENT QUARTERLY SAFETY MEETING**

- Blank DA 4755, Employee Report of Alleged Unsafe or Unhealthful Working Conditions
- DA Form 4753 Notice of Unsafe or Unhealthful Working Condition
- Safety Posters
- Safety Alert Messages

\*above items required by KSNG SOP 385-10, dated 15 June 2017

- PRELIMINARY LOSS REPORT
- SAFETY OF USE MESSAGES
- TECHNICAL ADVISORY MESSAGES

### **Environmental**

Environmental Policy Statement

### **EO and SARC**

- EO COMMAND POLICY STATEMENT (Company thru TAG)
- KANSAS NATIONAL GUARD EQUAL OPPORTUNITY CONTACT POSTER
- BRIGADE EQUAL OPPORTUNITY ADVISOR (EOA) POSTER
- UNIT (BN AND BELOW) EQUAL OPPORTUNITY LEADER CONTACT POSTER
- KS TAG POLICY LETTER #9 – Equal Employment Opportunity (EEO) Program
- KS TAG POLICY LETTER #10 – Military Equal Opportunity (MEO) Complaint Processing
- KS TAG POLICY LETTER #11 – Sexual Harassment Policy for the Kansas National Guard
- KS TAG POLICY LETTER #14 – Diversity Policy for the Kansas National Guard
- KS TAG POLICY LETTER #32 - Workplace Bullying Policy for the Kansas National Guard
- KS TAG POLICY LETTER #26 - Sexual Assault Prevention and Response Program

KS TAG POLICY LETTER #43 – EO and MEO Alternative Dispute Resolution

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EQUAL EMPLOYMENT OPPORTUNITY IS THE LAW POSTER  
EMPLOYMENT AND RE-EMPLOYMENT RIGHTS ACT  
ESGR REP POSTER  
HUMAN RELATIONS/EO POLICY LETTER COMMANDERS SIGNATURE  
NGB OFFICE OF EO AND CIVIL RIGHTS HOT LINE POSTER  
ADDITIONAL DUTY APPOINTMENTS FOR HR/EO  
UNIT EEO COMPLAINT CHANNELS  
EO AND SH COMPLAINT PROCESS  
SEXUAL HARASSMENT POSTER – NGB  
NGB SEXUAL HARASSMENT PREVENTION POLICY  
SEXUAL ASSAULT PREVENTION AND RESPONSE TRAINING  
INJURY HOTLINE POSTER  
AMERICAN WITH DISABILITIES ACT POSTER  
POLICY STATEMENT ON MILITARY AFFIRMATIVE ACTION  
LETTER ON DRUG AND ALCOHOL ABUSE

**Political Activities**

POLITICAL ACTIVITIES

**Extremist Groups**

NATIONAL GUARD MEMBERSHIP IN EXTREMIST GROUPS

**Job Announcements**

AGR  
TECHNICIAN

**ADDITIONAL INFORMATION ITEMS**

LAUTENBERG AMENDMENT  
TRAINING SCHEDULES (Current month and two months out)  
DRILL SCHEDULE  
INDIVIDUAL RESPONSIBILITY OF NATIONAL GUARD MEMBER  
NCOER Rating Chain (AGR By Name – M-Day by duty position)  
OER Rating Chain (By Name)  
PROHIBITION OF ABUSE OF THE GOV'T TRAVEL CHARGE CARD  
Family Medical Leave Act POSTER  
RECRUITING AND RETENTION POSTERS

## SECTION XVI

### Common Duty Appointment Orders

This is a listing of Duty Appointment Orders, current as of the date of the publication, with the appropriate references that may be required by different levels of command. This list does not constitute an all-encompassing list of required duty appointments, but may be used as a reference for compiling duty appointment orders. Be sure to check the appropriate reference for the applicability to your unit.

### Personnel

- (UNIT) Unit Sponsorship Policy (NGR 600-5)
- (UNIT) Retention NCO (AR 601-280)
- (UNIT) Designated Unit Security Manager (AR 380-5)
- (BN) Battalion Prevention Leaders and Alternate BPLs (AR 600-85) \*2 required
- (CO and DET) Unit Prevention Leader (UPL) and Alternate (AR 600-85) \*2 required
- (CO and DET) Suicide Intervention Officer (AR 600-63) \*1 required as per CIP
- (STATE) State Alcohol Drug Control Officer (SADCO) (KS 600-85)
- (STATE) Substance Abuse Program Coordinator (SAPC) KS 600-85)
- (STATE) State Suicide Prevention Officer (SPPM) (AR 600-63)
- (STATE) Health Promotion Officer (HPO) (AR 600-63)
- (CO) Master Resiliency Trainer (MRT) (AR 350-53) \*1 required
- (BDE) Sexual Assault Response Coordinator (SARC) (AR 600-20)
- (BDE) Deployable SARC (AR 600-20)
- (BDE) Victim Advocate (AR 600-20)
- (BN) Victim Advocate (AR 600-20) \*2 required
- (BDE) Equal Opportunity Advisor (NGR 600-21)
- (BN/CO) Equal Opportunity Leader (NGR 600-21)
- (BN) LPC Primary and Alternate (DoDFMR Vol9, Ch3)
  
- (BN/UNIT) Armory Fiscal Officer and Alternate (KS SOP 210-10)
  
- (BN/UNIT) Station Funds Custodian (KS SOP 230-21).
- (BN/UNIT) Armory Funds Custodian (KS SOP 230-21).
- (BN/UNIT) Officer, NCO, Enlisted Funds Custodians (KS SOP 230-21).
  
- (BN/UNIT) Unit Family Program Liaison (NGR 600-12, Para 2-6c).
- (BDE/BN/UNIT) Information Assurance Security Officer (JFHQKS SOP 25-2).
- (BN/UNIT) Unit Morale, Welfare and Recreation Fund Manager (AR 215-1, paragraph 5-6).
- (BN/UNIT) Unit Historian (AR 870-5).
- (BN/UNIT) Human Relations/Equal Opportunity Officer and NCO (AR 600-21, Para 6-3i).
- (BN/UNIT) Unit Postal Officer/ Alternate Unit Postal Officer (AR600-8-3).
  
- (BDE/BN) Safety and Occupational Health Council (NGR 385-10, paragraph 1-6c)
  
- (BN/UNIT) Safety Officer and Safety NCO/Safety Assistant (AR 385-10 and NGR 385-10)
- (UNIT) Unit Public Affairs Representative (UPAR) (AR 360-1).
- (UNIT) Unit Postal Officer and Alternate (AR 600-8-3, paragraph 2-3a).
- (UNIT) Unit Mail Clerk and Alternate (AR 600-8-3, paragraph 2-3b).
- (STATE) Medical Review Officer (MRO) (AR 600-85, paragraph 12-7).

## **Intelligence & Security**

(UNIT) Classified Security Manager (AR 380-5)

(UNIT) Classified Material Key and Lock Custodian (AR 380-5)

(ALL) Building Manager and Alternate Building Manager (KS SOP 420-8)

(ALL) Assistant Building Manager (KS SOP 420-8) \*as needed in multi-unit facilities

(ALL) State Hand Receipt Holder (KS SOP 420-8)

(BN) Environmental Compliance Officer (KS SOP 200-1)

(CO/DET) Environmental Compliance Officer (KS SOP 200-1)

(UNIT) Armory/Facility Safety Officer/NCO (NGR 385-10, Para 1-4d(4)).

(UNIT) Classified Document Custodian and Alternate (AR 380-5)

(UNIT) Communications Security (COMSEC) Custodian and Alternate (AR 710-2)

(UNIT) Physical Security Officer (AR 190-13)

(UNIT) Key and Lock Custodian and Alternate (AR 190-51)

(BN and ABOVE) OPSEC PM/Officer/Coordinator and Alternate (AR 530-1)

**(BN and ABOVE) Anti-Terrorism Officer (AR 525-13) \*FOUO**

(STATE) Physical Security Officer (KS SOP 420-8)

(STATE/BDE) Command COMSEC Inspector (AR 380-40, paragraph 1-4g(2)).

(STATE) Frequency Manager (AR 25-1, paragraph 2-27a(4)).

(STATE) Records Manager (AR 25-1, paragraph 2-27b).

(STATE) Single Installation VI Manager (AR 25-1, paragraph 2-27d).

## **Logistics**

(CO and BN) Unit Movement Officer and Alternate (AR 525-93) \*SECRET clearance

(CO and BN and BDE) HAZMAT Certifier (AR 525-93) \*2 required

(CO and BN and BDE and DIV) Container Control Officer (CCO) (AR 525-93)

(BDE) Brigade Movement Coordinator and Alternate (AR 525-93)

(UNIT) Maintenance Officer (AR 750-1)

(UNIT) Test, Measurement, and Diagnostic Equipment (TMDE) Coordinator (AR 750-43)

(UNIT) License Qualifying Official (AR 600-55)

(CO) Army Oil Analysis Program (AOAP) Monitor (AR 750-1)

(CO) Logistics Readiness Officer (AR 750-1)

(CO) License Instructor (AR 600-55)

(CO) License Examiner (AR 600-55)

(BN) Master Driver (AR 600-55)

(BDE) Master Driver Manager (AR 600-55)

(CO) Dispatcher (DA Pam 750-8)

(UNIT) Food Service Officer and Alternate (AR 30-22) \*if the unit has assigned cooks

(STATE) Senior Logistician / CSDP Monitor (AR 710-2)

(BDE/BN) Energy Action Officer and Assistant (AR 11-27)

(BN) DD Form 1544 Auditor (DA Pam 30-22, paragraph 3-30a).

Bulk Fuel Control Officer (AR 710-2, paragraph 2-37b(1)).

Field Sanitation Team (FM21-10, Chapter 4).

Priority Designator Reviewer (DA Pam 710-2-1, paragraph 2-3a).

Property Book Officer (AR 710-2)

Environmental Compliance Officer (AR 200-1, paragraph 1-32f).



**Operations and Training**

Marksmanship Coordinator (NGB Pam 350-7, paragraph 1-7).

Mobilization Purchasing Authority (FORSCOM Regulation 500-3-3, Annex B, pg. 94).

Range Control Officer/NCO (AR 385-63, paragraph 1-4r(3)(c)).

(BDE/BN) Test Control Officer (AR 611-5, paragraph 2-1a).

(STATE/BDE/BN) Organizational Inspection Program (OIP) Coordinator (AR 1-201)

## SECTION XVII

### Leader's Toolbox

#### Publications

Army Publications (Regulations, Forms, etc): <http://www.apd.army.mil/>  
NGB Publications (Regulations, Forms, etc): <https://www.ngbpmc.ng.mil/>  
Army Doctrine and Training Digital Library: <https://rdl.train.army.mil/catalog/>  
DOD Electronic Forms: <http://www.dtic.mil/whs/directives/infomgt/forms/formsprogram.htm>  
IRS Forms and Publications: <https://www.irs.gov/forms-instructions>  
Official Army Publications: <http://www.army.mil/publications>  
TRADOC Publications: <https://adminpubs.tradoc.army.mil/>  
US CODE, federal laws, etc: <http://www.law.cornell.edu/>

#### Organizational

Army Knowledge Online: <https://www.us.army.mil>  
Guard Knowledge Online (GKO): <https://gko.portal.ng.mil/>  
Army: <http://www.army.mil>  
Army Forces Command: <http://www.forscom.army.mil>  
Army Material Command (AMC): <https://www.amc.army.mil/> Army  
National Guard (ARNG): <https://arng.ng.mil/SitePages/Home.aspx>  
Defense Finance and Accounting Service: <http://www.dfas.mil>  
Department of Defense (DOD): <http://www.defenselink.mil>  
General Services Administration (GSA): <http://www.gsa.gov> Human  
Resource Command (HRC): <http://www.hrc.army.mil>  
Occupational Safety and Health Administration (OSHA): <http://www.osha.gov>  
Office of Personnel Management (OPM): <http://www.opm.gov>  
Training and Doctrine Command (TRADOC): <http://www.tradoc.army.mil>

#### Family Support

DEERS E-Mail: <https://tricare.mil/deers>  
Military Assistance Program: MAP  
TAPS (Tragedy Assistance Program for Survivors, Inc.): <http://taps.org> (Grief support and services for survivors of military line-of-duty deaths.)  
U.S. Army Community and Family Support Center Morale, Welfare, and Recreation (MWR): <http://www.armymwr.com>

#### Personnel and Medical

G1 Personnel Gateway: <https://www.army.mil/g-1>  
Army Ribbons Order of Precedence: [The Institute of Heraldry](http://www.theinstituteofheraldry.com/)  
Army Reserve Component Retirement Services: [Retirement Benefits Link](http://www.armyreserve.com/retirementbenefits)  
Military Retirement Calculator (Active Duty and Reserve): <https://myarmybenefits.us.army.mil/custom/retirement/component>  
Personnel Electronic Records Management System (iPERMS): <https://iperms.hrc.army.mil/login/>  
Army Medical Department (AMEDD): <http://www.armymedicine.army.mil> Military  
Health System Website: <https://health.mil/>  
MyPay: <https://mypay.dfas.mil/mypay.aspx>  
TRICARE Info: <http://www.tricare.mil/>

#### Miscellaneous Websites

Army Training Requirements and Resources System: <https://www.atrrs.army.mil/>  
Army Publishing Directorate: <https://armypubs.army.mil>  
Center for Army Lessons Learned (CALL): <http://call.army.mil/>  
U.S. Army Combat Readiness/Safety Center: <https://crc.army.mil/home/>  
DoD Lodging: <https://www.dodlodging.net>  
Federal Voting Assistance Program: <http://www.fvap.gov>  
Veterans Affairs (VA): <http://www.va.gov>

## Helpful Phone Numbers

Kansas National Guard Chaplain:	785-646-0170
Employer Support of the Guard & Reserve	785-646-0171
Enlisted Personnel	785-646-0116
EO/EEO:	785-646-0025
MFLC Child & Youth Behavioral:	785-646-
Government Travel Card	785-646-
Military Family Life Consultant (MFLC):	785-646-0179
State Family Programs Director:	785-646-0165
State Family Readiness Assistant:	785-646-0169
Family Assistance Coordinator:	785-742-5652
Inspector General:	785-646-0020/0022-
Joint Operations Center:	785-646-0360
Judge Advocate General (JAG):	785-646-0050
Military One Source:	816-506-0788/800-342-9647
Military Pay:	785-646-0813
Officer Personnel:	785-646-0107
Personal Finance Counselor:	785-646-0165
Public Affairs Office:	785-646-0092
State Youth Program:	785-646-0185
State Education Officer:	785-646-0161
Sexual Assault Response Coordinator (SARC):	785-646-0172
State Safety Office:	785-646-0047
Transitional Assistance Advisor (TAA):	785-646-0187
Travel Vouchers	785-646-0833
 Yellow Ribbon Team:	 785-646-0166